

Below is the unedited questionnaire response of:

**Felicia Moore**  
Atlanta City Council  
President



## 2017 Candidate Pre-Interview Questionnaire

*Please type response to questions in the field provided. You may also attach a resume or other description to provide us with additional detail*

Please see, Bio attached separately.

- 1. Describe briefly your qualifications for this office. In addition, please identify up to 5 organizations or individuals who are actively supporting your candidacy and why you believe their support is important.**

### **Qualifications**

My years of active service uniquely positions me as the best candidate for the next Atlanta City Council President. I am a veteran member of the Atlanta City Council, elected in 1997 to serve the diverse residents, businesses, and institutions of Northwest Atlanta, District 9. I started my community service as a neighborhood leader. I have productively served them at City Hall, as well as, represent them regarding legislative and service delivery issues.

Over my nearly 20 years of service, I have served on every standing committee and/or been the chair or vice chair. I have chaired and/or been a veteran member of the Finance and Transportation Committees throughout my service on Council. I have also, served as Chair and/or member of the Committee on Council, which deals with ethics and the operation of the Council and its offices.

I am a student of the Charter and the Code of the City of Atlanta. Having read and reviewed its contents consistently, I have been known to be the “go to” person on rules and procedures by my colleagues, the public, and others. I have also, introduced and passed several pieces of legislation over the years that have reformed and created processes and rules to produce better ethics, accountability, and transparency in city government. In addition, I have a better than working knowledge of Robert’s Rule of Order, and was the leader of the committee effort to update the Rules of Council and the jurisdiction of Standing Committees.

I am the only candidate that has fully engaged with colleagues across the country, received relevant training, and held leadership positions outside of the walls of City Hall. I am best qualified, because I understand that relationships with others is important to keeping Atlanta as “Georgia’s undisputed intellectual and commercial leader.” I am an active member of the Georgia Municipal Association (GMA), having served a Board Member and other positions. I am

an active member of the National League of Cities (NLC), having served on the Board, National President of NBC-LEO, and numerous other committees.

## **Supporters**

The supporters of the Felicia Moore for Atlanta City Council President campaign represents the diversity of this great city. Our campaign supporters are Atlanta natives, transplants, representing all ethnicities, income levels, age brackets, genders, sexual identity, religions, party affiliations, and other.

And, over the years, I have had the opportunity to work with many accomplished leaders and organizations.

For example, Atlanta's former **Mayor Shirley Franklin**. She knows the city and what qualities, and experience is needed in an elected official that will benefit our city. She is well known and trusted for her service in the capacity as Mayor. She is quick to point out how we worked together during her Administration to: Un-privatize and reorganize our Water Department, worked to support the legislation I authored that has resulted in a \$175 million reserve fund and the charter mandate for five-year budget planning, the creation of the Perry Bolton TAD, and how we worked together during the Great Recession to keep the city operating. Her support is key because it confirms that I have accomplished great things for the city by working with the Mayor to get things done. Mayor Franklin's support demonstrates that whether we agreed or disagreed on policy issues, she understands the value of the service that I bring to my current office and will in the future as Council President.

**Margret Kaiser** is a great supporter of the Felicia Moore for Atlanta City Council President campaign. She is a former Georgia State House legislator and former Atlanta Mayoral Candidate, so she knows what is needed in our elected leadership. Her endorsement is important in that she is a small business owner and is a high profile name that represents the numerous business owners in support of our campaign. Her support speaks to voters that as a small business owner and former elected official she strongly believes that Felicia Moore is the candidate of choice for Atlanta City Council President.

The support of **Ingrid Saunders Jones** is a source of pride for our campaign. She is a former participant in the CBA process and knows the type of leadership the business community and the city needs to move forward. She is known and respected in the business, civic, and philanthropic community, which makes her endorsement critical. Her work over the years as Senior Vice President of Global Community Connections for The Coca-Cola Company, Chair of The Coca-Cola Foundation, work with former Mayor Maynard, and analyst for the president of City Council gives her a unique perspective on who would be the best candidate for this essential position.

I was the first candidate that was endorsed early in this race by the **International Brotherhood of Police Officers**. Public Safety is an important issue for city businesses, residents, visitors and

institutions. The challenge we face is the recruitment and retention of our quality law enforcement officers. I have worked cooperatively with its leadership and members over my tenure. They know I have a listening ear, and will work to support them so that they can provide the best service possible to the City of Atlanta. Their support means that they trust my leadership abilities and that we will be able to work together to the address pay, retention, and recruitment efforts needed to make our Department of Police first in-class. Voters want better public safety in the city, and the support of the police shows them that we will work together to get it done.

**Dan Grossman** is a former small business owner and Atlanta lawyer who is best known for his federal civil rights lawsuit against City of Atlanta is the Atlanta Eagle bar raid, that reformed Atlanta Police Department policies. His work helped to again bring to the forefront the issues of police enforcement and the Atlanta Gay community. His endorsement demonstrates and recognizes my service on council as an ethical, accountable, and transparent representative. His work for civil rights and fair treatment align with my principals of fundamental fairness. His support will go a long way in emphasizing to voters that people who are working hard to serve the best interest of the citizens, believes Felicia Moore is the best candidate for Atlanta City Council President.

**2. What is your vision for the City of Atlanta and how would you implement it? Please be specific.**

My vision for Atlanta is an ethical, accountable, and transparent city. Ethics is essential to restoring and maintaining and the public trust. To bolster that trust we must be accountable to the people we serve, and transparent in what we do.

My vision includes strengthening our city's infrastructure, reducing crime so people can live and work here, and businesses want to come and stay here to create jobs and continue growth.

I envision a "Transparent Atlanta" website that meets the transparency standards held by most major cities. It will have checkbook level expenditure, revenue, and other information that can be accessed in a downloadable/searchable format. This will reform the way we share information about city operations. It be more efficient saving the need for many Open Record Requests. It will put more eyes on the operation of city government. And, as the next Council President, it will be my priority initiative.

**3. Please identify the three greatest issues or problems facing the City of Atlanta and specifically how you would work to solve them.**

The three greatest issues facing Atlanta are public safety, infrastructure, and housing and transit.

### Public Safety

As Council President, I will work with our Mayor and Council to focus on a Pay and Class Study for personnel (police, fire, corrections). It would determine the competitive salaries needed and incorporate strategies for funding over the next 10 years. I will work with other stakeholders in addressing the juvenile crime issues, recidivism rates, and lack of diversion and second chance programs. I will use my position to hold sessions with police and the community to better relations.

### Infrastructure

On the campaign trail many voters have talked to me about the deplorable condition of our roads. I would work with the new administration to review the Renew Atlanta Bond Fund dollars and the Transportation SPLOST dollars to see how they can be reprioritized. A city is only as great as our foundation, ours is crumbling. Our roads, sewers, and water delivery system are in desperate need of repair and rehabilitation.

We are currently experiencing record growth and development, without any discussion and planning of our infrastructure's capacity to handle it. Most of our sewer and water infrastructure is over a 100 years old. We need careful planning to ensure the above ground development can be supported by our underground infrastructure. As president, I will be a voice to keep this top of mind for the Council and Mayor.

### Housing and Transit

We need a wider range of affordable housing options. We can use City-owned property and Land Bank Authority property, review Tax Allocation Districts and re-prioritize remaining funds for affordability. I will be a strong advocate of revamping our in-house Department of Housing.

Our city needs to get serious about public transit solutions and reducing the number of cars on the road. We need to build more workforce housing near transits stations, and deploy smaller buses to reach into communities. Transit must be able to provide for those who must use it, and those who will choose to use it. As president, I will work to develop relationships and stay engaged with other government entities and MARTA to advocate for smart transit solutions. I will charge our Transportation Committee to set priorities and hold them accountable.

- 4. As City Council President, how will you add value to city council? How will you approach your relationship with the mayor? How will you articulate any potential disagreements with the mayor?**

I will add value with my knowledge of council/city procedures, being a reformer, and being accessible.

I am the "go to" person on council for the rules of procedure. I am the most versed and knowledgeable of the Charter and the Code, and student of Robert Rules of Order. There is value in my tenure and institutional knowledge of the Council and its operations, as well as the city and

its departments/agencies. Have been a reformer passing legislation to refine and define processes to make the council and the city operate ethically and efficiently. I have consistently worked to change the established culture at city hall. I will be an active president, knowledgeable about issues, and accessible to assist new and veteran members. I will work with the Mayor to set a legislative agenda to get things done while respecting the council's role as check and balance to provide services to our shared constituents.

My relationship with mayor will be one of collaboration and mutual respect. I will work with the mayor to be a liaison with council on emerging legislation issues for attention and action. I will work with both the council and mayor to ensure both have the needed information to move an issue forward.

I will seek to meet frequently with the Mayor and develop a working relationship. In the process of those private discussions, we can share with each other where we agree or disagree. If we find we are not in agreement, as President, I will first inform the Mayor and respectfully agree to disagree if common ground cannot be met.

**5. How do you view the City of Atlanta's financial position? Should the City of Atlanta have additional tools in place to ensure financial management going forward?**

On paper, the city's financial position looks good. I would however, encourage the next Mayor and Council to conduct internal independent audits of all funds citywide.

We should preserve the reserve fund I authored as a legislative mandate, and strengthen our mandated five-year budget planning.

The office of the Independent Internal Auditor needs to be supported and its capacity increased to conduct additional performance and financial auditing. I will advocate for increased staff and budget allocation for this vital function. Also, I will work with Council to ensure that audit results are monitored for changes and compliance.

An essential tool will be the "Transparent Atlanta" website that I will work to have implemented. Placing all spending, revenues, and other essential information online for the public to access will put more eyes on city government finances and operations.

**6. Please describe your philosophy regarding property tax assessments and municipal taxation.**

Assessment must be done annually so people can absorb increased values. Working with the respective taxing entities, the state legislature should review the current level of property tax exemptions that may need adjusting.

On the municipal side we should keep our operations efficient so we can continue to roll back the mileage rate when we can. When we are unable to rollback we must be transparent and able to explain why by matching the need for increased spending with community needs (public safety, etc.)

**7. What is your opinion of Atlanta's MOST, and what approach do you support to fund long-term water and sewer operations?**

My long-term approach would be to seek additional federal assistance if there is a Federal Infrastructure Bill passed by Congress. I will work with my colleagues in the state in the Georgia Municipal Association and nationally with the National League of Cities to advocate for its passage.

Absent that, the MOST is the most viable funding source. Atlanta has the highest water rates in the country and it is harmful to residents and businesses. I am not fond of sales tax increases, due to their regressive nature. However, water and sewer are essential to life and health.

**8. Would you change the current procurement process to protect against "pay to play"? If so, what changes would you support?**

YES.

I would advocate and support posting Disclosure information regarding any potential "conflicts of interest" online ("Transparent Atlanta" website).

As president, I will task the council to conduct a review of the entire procurement code for amendments to address any loop hole in the process, and institute needed oversight and accountability measures to ensure an efficient, fair, and transparent process.

**9. If elected, describe your role in ensuring ethical and transparent management of City resources by City employees?**

As president, I will work with the Council and Mayor to strengthen processes already in place to ensure ethics and management transparency. I will work to: boost and better market the Integrity Hotline, advocate for increased independent performance and financial audits with follow-up by Council, and encourage council oversight and consistent updates on internal controls for inventory, time management, etc. And, I will appoint standing committee chairs that will keep this as a top priority of their work.

**10. What economic development strategies would you prioritize to ensure the City of Atlanta captures its fair share of future job growth?**

First, planning and rehabilitating our infrastructure. Without a strong foundation our growth

will be limited. This includes, but is not limited to expanding transit options to deal with traffic, increasing our water/sewer capacity, providing high speed internet capabilities, providing power and employing alternative power sources.

We must implement best practices to ensure we develop a workforce to meet the demand of the future job growth. As president, I will work with council and mayor to revamp and make viable the Atlanta Workforce Development agency to get citizens trained and ready to enter workforce in critical areas. Additionally, I will work with all entities to make the agency the preferred one stop for the Atlanta Business Community to seek all levels of personnel to fit the current and emerging labor force needs.

**11. What strategies would you implement to ensure an adequate supply of affordable housing?**

As president, I will look for the best chair and members on council who have the will and capability to address this issue in the Community Development/Human Services Committee. I will use my participation on the state and national organizations to find best practices to bring to the city for consideration.

In addition, I will use my position to host listening sessions with residents, housing advocates, organizations, businesses, and other stakeholders for their input.

**12. What workforce development strategies should the next administration prioritize? How will these strategies address and improve economic mobility among low-to-mid skill workers?**

The priority of the next mayor should be to review the current Workforce Development agency, and work to revamp it to be an effective tool in the employment of low to mid skill workers.

The mayor should strongly consider moving the Atlanta Workforce Development Agency out of the Executive Offices. It should be reorganized and placed in an appropriate area of government that will provide for greater input and implementation.

A functioning workforce development agency can serve as a one stop shop to target the need for low-to-mid skill workers. It can work with partners in the business and non-profit community to meet its goals.

**13. What are the three most important transportation/infrastructure projects that should occur in the City of Atlanta? Please rank them by importance and urgency and explain your reasoning.**

- 1.) In the short-term, the implementation by MARTA of its smaller bus fleet so that it can reach more residents by bringing its service closer and more convenient to residents.



- 2.) In the mid-term, developing light rail projects and expansion of the MARTA line to connect more people with the city and its destinations. Immediately, we need to do an assessment of our infrastructure and its capacity for the current and future growth.
- 3.) We also need to identify funding sources to accomplish this to ensure that our high water/sewer rates will not inhibit growth.

**14. What strategies would you pursue to improve the safety – both real and perceived – of all residents, visitors, and workers in Atlanta? What partnerships are needed to realize these strategies?**

We must develop a partnership with our public safety professionals, businesses, citizens, and others to ensure that we have a level of trust and respect among all parties. We need to have a collaborative spirit between law enforcement and the community. Personnel issues must be addressed. And, we must revamp the way we report crime statistics so that it is victim centered and not incident centered. This will help with transparency and ensuring that the public has the most realistic perception of crime in the city.

**15. Georgia ranks 49th among states for per-capita arts funding. What actions would you take to ensure our arts and culture organizations have the funding they need to thrive and enrich our city?**

The “Transparent Atlanta” website will go a long way in helping the arts community and the public to see how funding is being distributed and spent. Having all eyes on the expenditure of funds will encourage input and accountability. We need to ensure that all areas of arts and sizes of organizations in the arts community are able to take advantage of the funding provided.

As president, I will work with the Arts Community, members of Council, and the Mayor to monitor and increase our funding for the Arts.